PLENARY SESSION

Project Implementation

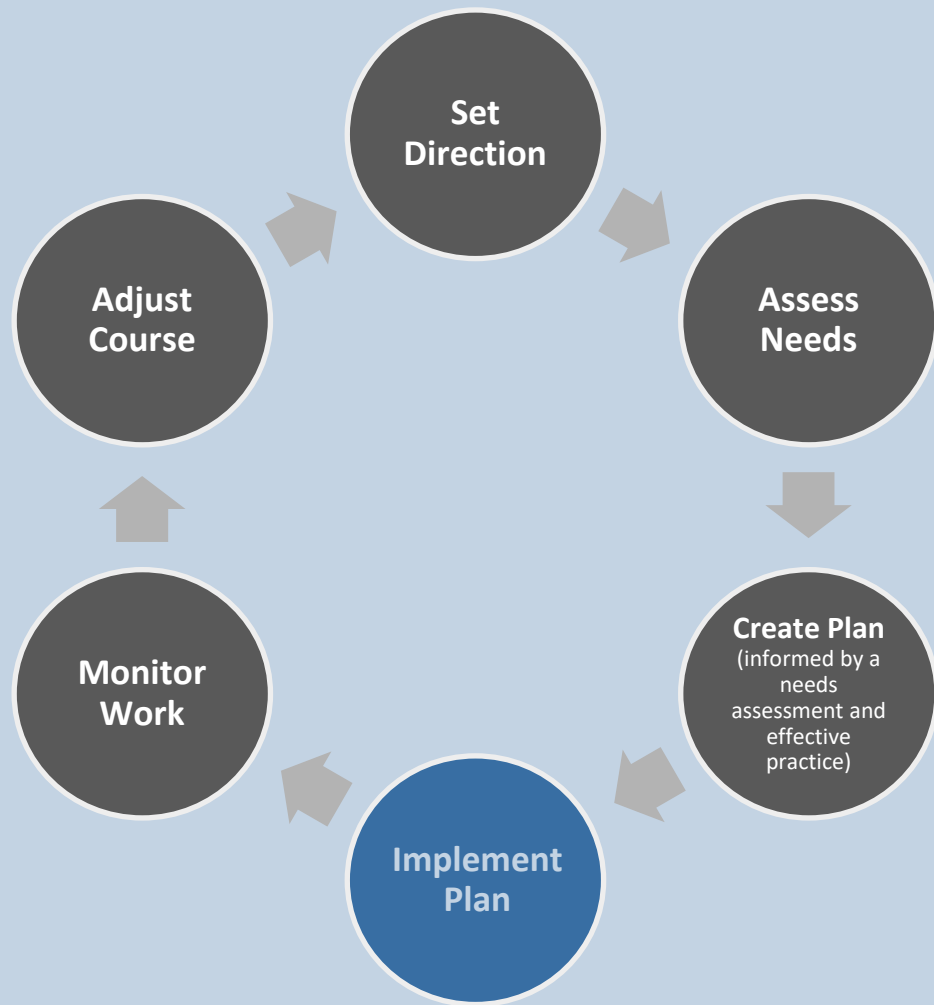March 9, 2021 (6:30–7:30pm)
U.S. Department of Education

Presenters: Faith D. George-Boone, Allison Layland, and Emerson Odango

Improvement Cycle Theory of Action

Presentation Series:

- **Project Planning**
- **Project Implementation**
- **Project Evaluation**

Session Objectives

By the end of this session, participants will:

✓ Learn to develop a timeline management plan

✓ Understand best practices in maintaining "two-way" communication with Project Leads

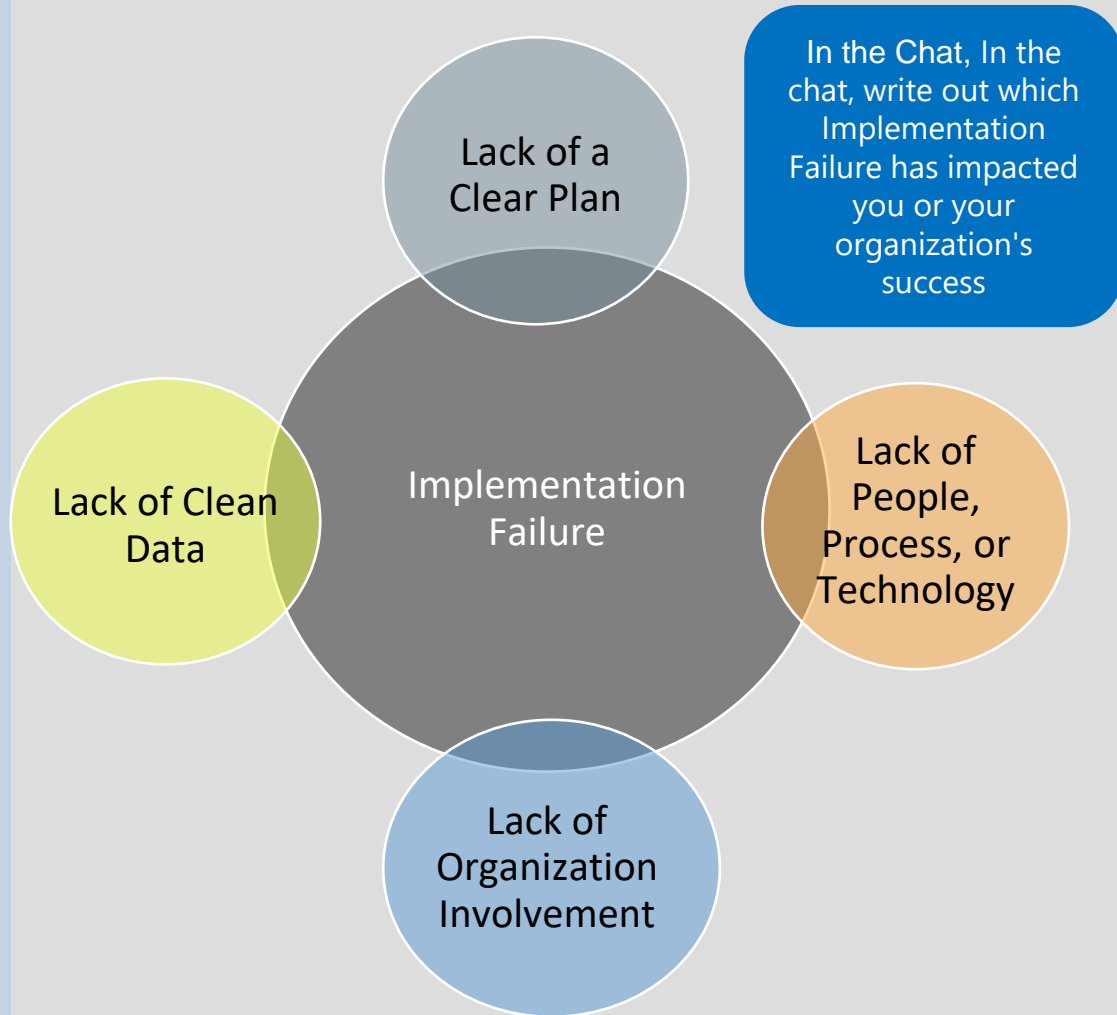✓ Learn best practices in project monitoring and support

Implementation

Identifying practices is one thing;

consistently implementing them with fidelity over time

is another thing altogether.

(Layland & Redding, 2019)

Lack of a Clear Plan

Implementation Failure

Lack of Clean Data

Lack of People, Process, or Technology

Lack of Organization Involvement

In the Chat, In the chat, write out which Implementation Failure has impacted you or your organization's success

Implementation Choices

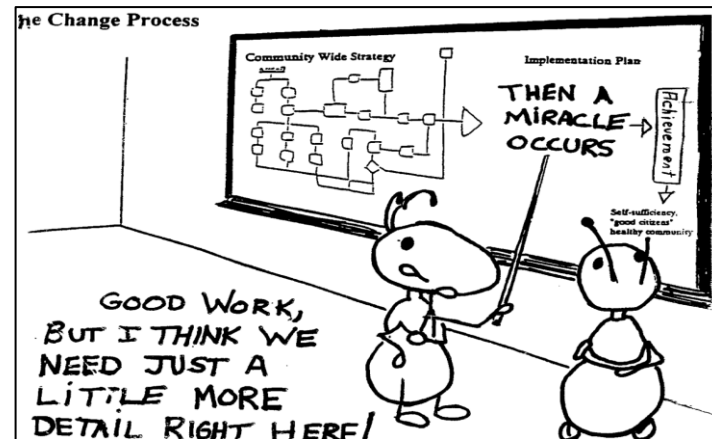**Letting it happen** → Recipients are accountable

Helping it happen → Recipients are accountable

Making it happen → Implementation teams are accountable

Based on Greenhalgh, Robert, MacFarlane, Bate, & Kyriakidou, 2004

Implementation Team

The project lead and all staff responsible for actions make up the Project Implementation Team.

The Team should **meet at least monthly** to discuss progress on completing actions.

Challenges are discussed and solutions are formulated to ensure that the work stays on track for completion according to the timelines.
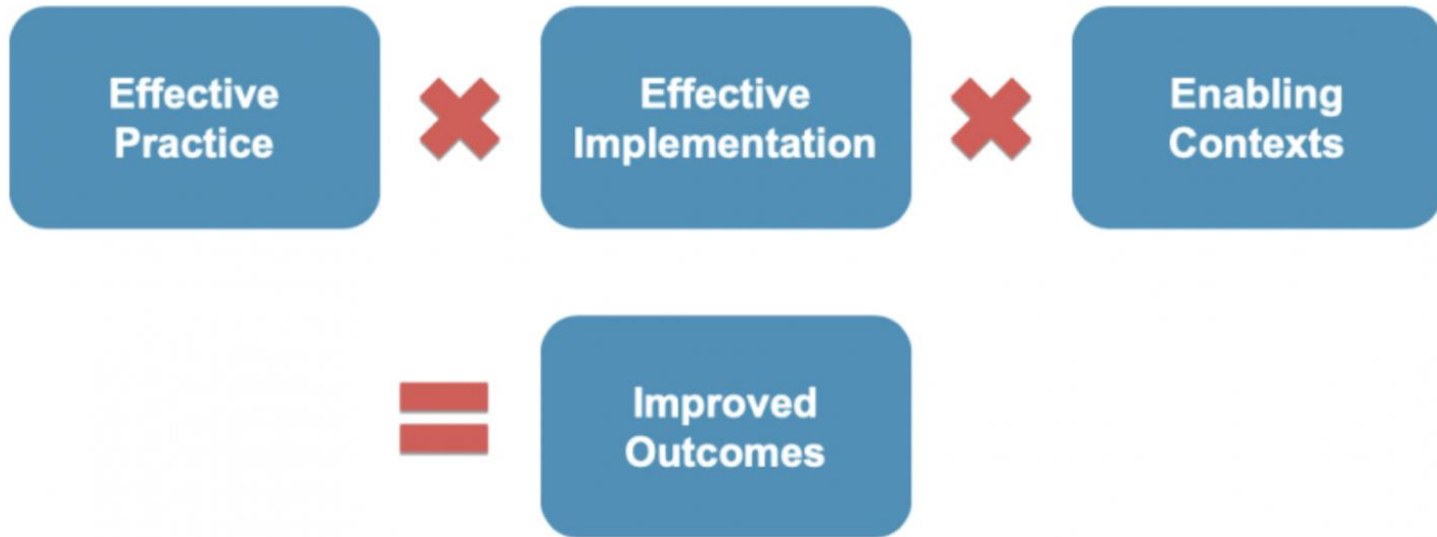
Improving Performance

- Closing the gap between actual practice and a standard of effective practice; and
- Setting and attaining new standards of effective practice (innovation)

EFFECTIVE PRACTICE

Assess → **Plan** → **Implement** → **Monitor and Adjust**

ACTUAL PRACTICE
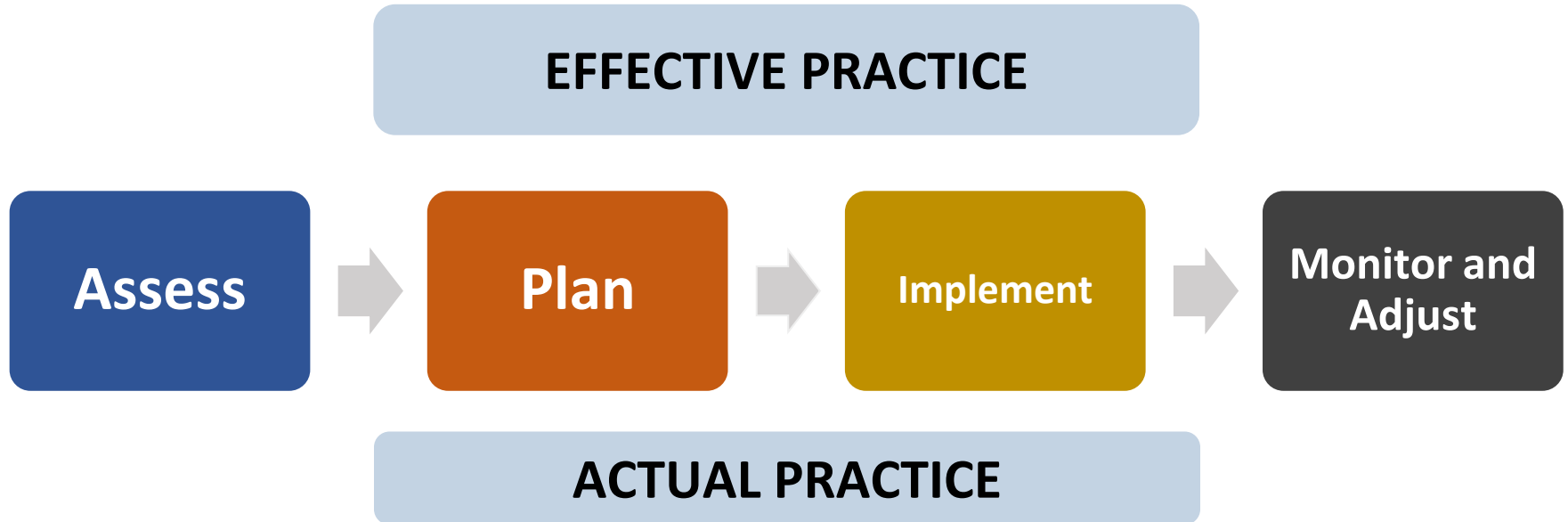
Formula for Success

Active Implementation Formula

Effective Practice ✖ **Effective Implementation** ✖ **Enabling Contexts**

= **Improved Outcomes**

Critical Processes for Success

- **STRATEGIC** – purposeful, yet flexible (STRATEGY)

- **PERFORMANCE** - the ability to accomplish tasks based on the expectations of an organization (SUCCESS)

- **PRODUCTIVITY** – getting value out of what you have (IMPLEMENTATION)

- **COMMUNICATION** – delivery of consistent messages to internal and external audiences (MESSAGING)

Implementation Drivers
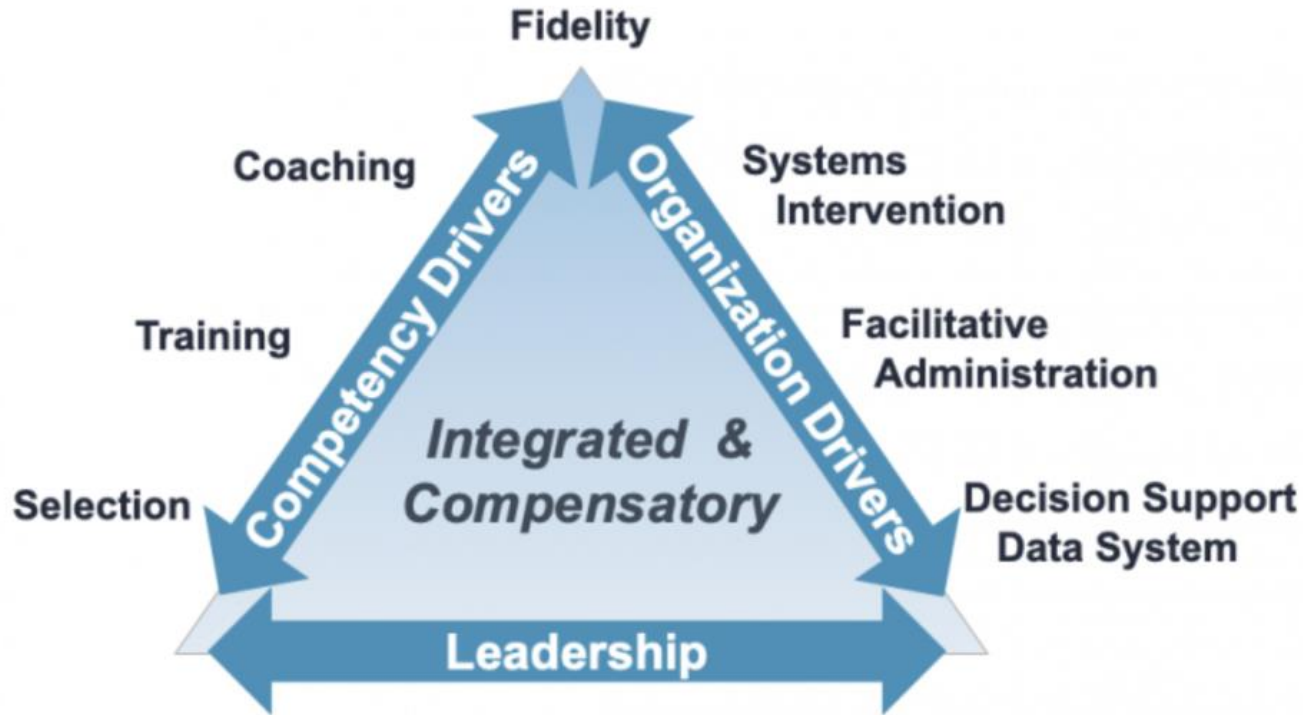
In the Chat, share what drivers you may currently pay the least attention to (Competency, Organization, or Leadership) and why.

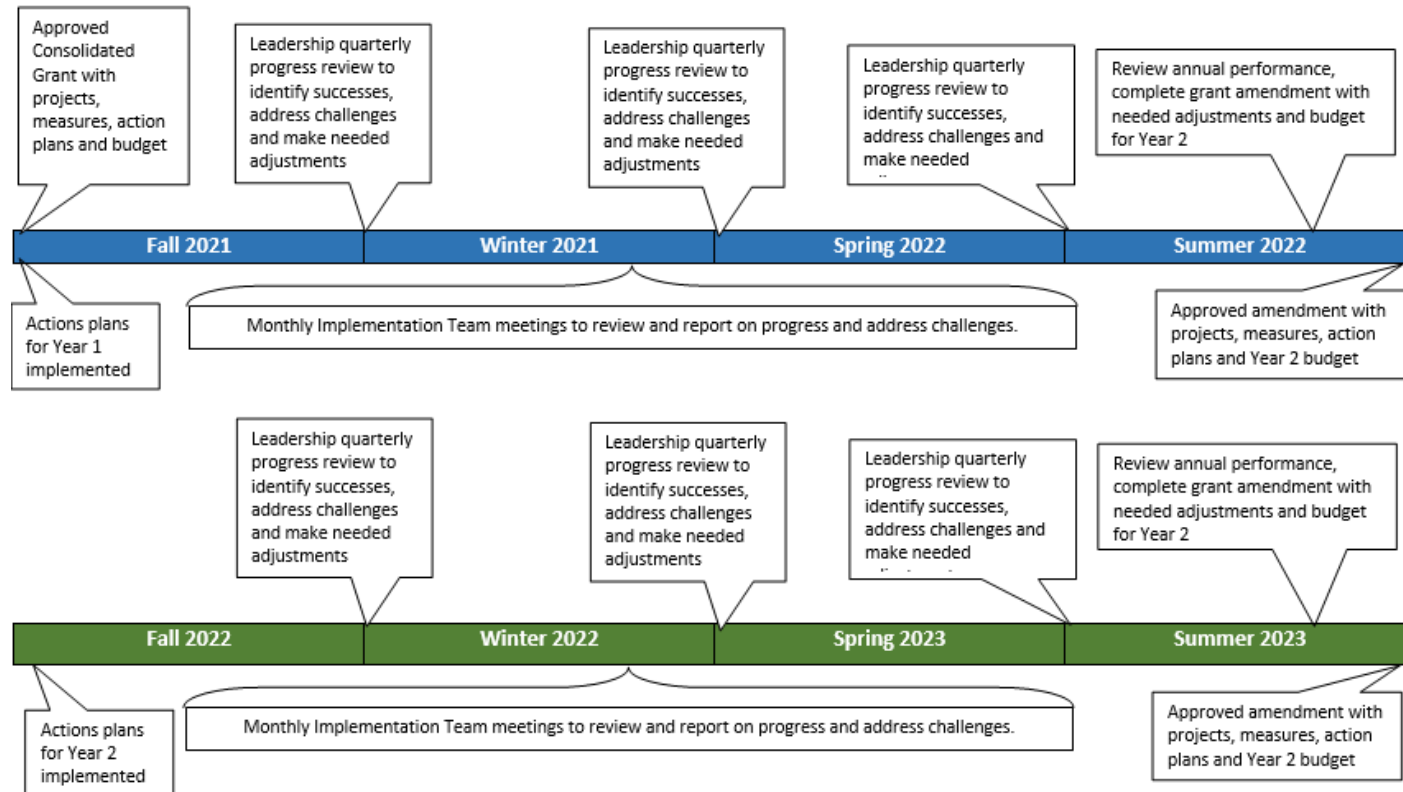# Implementation Performance Cycle
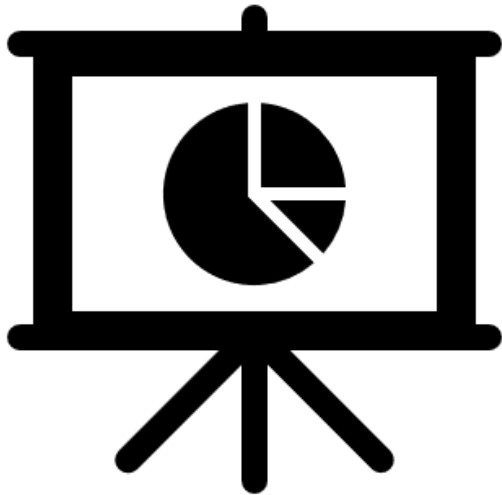
Quarterly progress reports are shared with the district or state leadership and provided to the Federal Grants Office so reporting requirements can be met.

Data are used to make adjustments to plans to keep work on track.

Annual reviews are conducted to update plans and make adjustments for the next year's implementation.

Implementation Performance Cycle

Performance Management Cycle

Performance cycle continues repeating steps each year through the end of grant cycle.

In the Chat, share any performance routines you have in place to improve implementation and results.

Oh No! Just as everyone was in the groove implementing their projects according to the Performance Cycle, a pandemic occurs causing closures, travel stoppages, and a shift to remote learning.

What adjustments do you need to make to your Performance Cycle?

In the Chat share the adjustments you have made during the pandemic.

If a project is being funded through a grant, such as the Palau Grant or the Consolidated Grant, the implementation phase not only includes implementing and monitoring the project, it also includes managing the grant through effective **internal controls**.

An Internal control is

"a process, effected by an entity's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories":

- Effectiveness and efficiency of operations
- Reliability of Financial Reporting
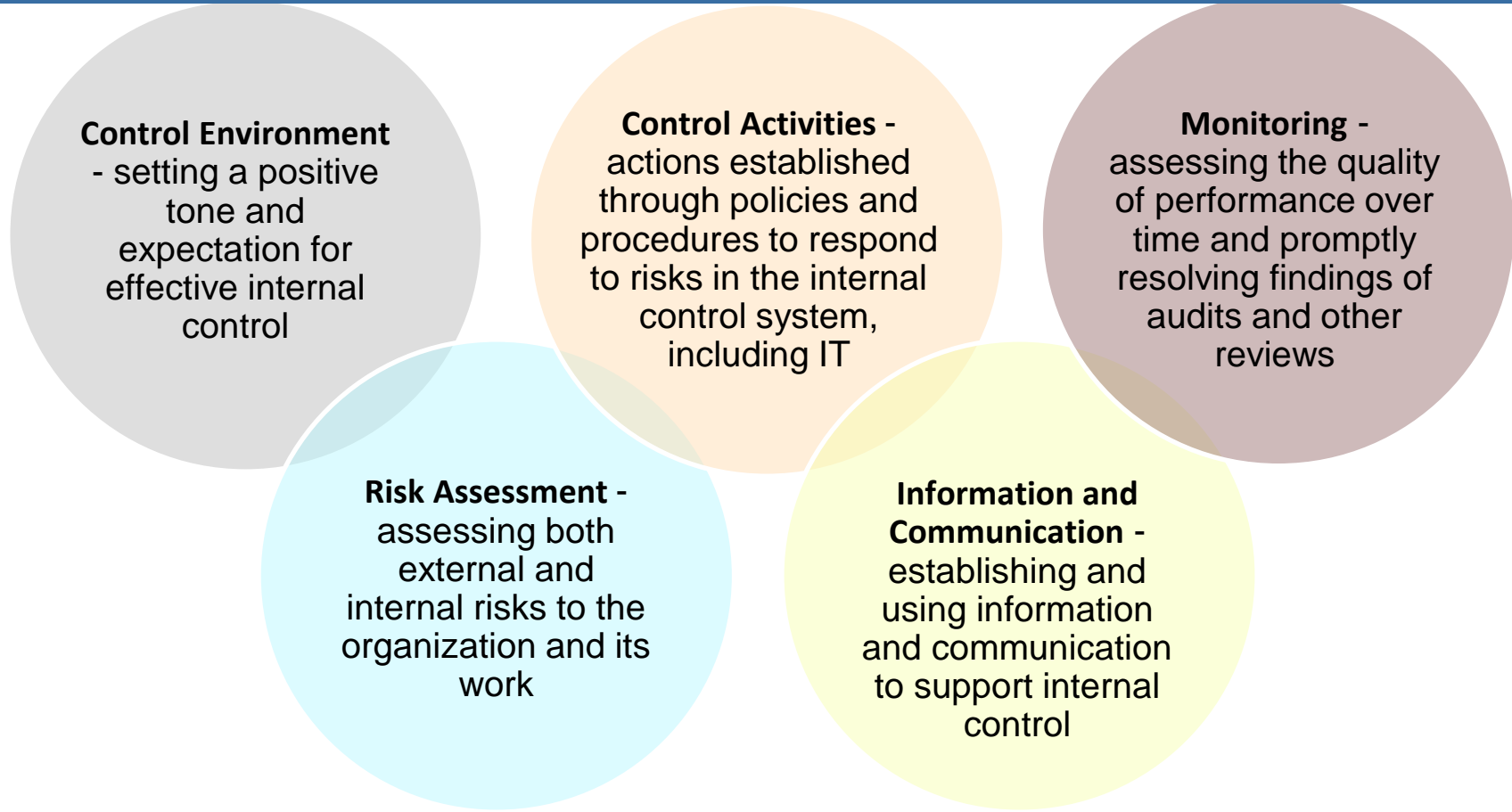- Compliance with applicable laws and objectives

(Schandl & Foster, 2019)

Internal control protects the organization and its work so its mission can be carried out effectively to achieve its vision. It is "a **dynamic process** that has to be adapted continually to the risks and changes an entity faces."

(U.S. Government Accountability Office, 2014)

Internal Controls

Control Environment - setting a positive tone and expectation for effective internal control

Control Activities - actions established through policies and procedures to respond to risks in the internal control system, including IT

Monitoring - assessing the quality of performance over time and promptly resolving findings of audits and other reviews

Risk Assessment - assessing both external and internal risks to the organization and its work

Information and Communication - establishing and using information and communication to support internal control

What are some **successes** and **challenges** with your existing Communications Plans, specifically regarding communication among **project leads**?

In the Chat, share examples of successes and challenges.

The Strategic Communication Lens in SPM

Lewis (2019) notes that "organizations are socially constructed largely through the communicative interactions of internal and external stakeholders" (p. 6).

Organizational change is accomplished through formal and informal interactions with stakeholders through multiple channels and formats (Layland & Redding, 2021).

**Multilateral &
Multimodal**

"One-Way" Communication

- The tried and true traditional methods of providing one-way communication "**are not adequate for producing the necessary awareness and support to implement reforms statewide or at the local level**," let alone within the organization itself (Matta-Barrera & Nafziger, 2013, p. 1)

- SEAs and LEAs need to move beyond traditional communication methods to a more **strategic, centralized approach** across departments/Divisions that involves internal and external stakeholders (Layland & Redding, 2021)

Two-Way Communication Among Leads

In the Chat, please share examples of how one-way communication methods can be re-mapped as two-way.

Please share your local, place-based examples in the chat.

Your team needs to conduct a focus group about family-school engagement in a community where they have their own Indigenous language and cultural practices.

- How do the key elements of strategic communication apply?

- What resources do you already have in your Communication Plan to facilitate the event?

- What additional resources might you need to develop?

Key Elements of Strategic Communication

Zavadsky (2014) noted that "strategic communications are led and coordinated by top-level leadership who help devise the major elements that are conveyed within the messages and tailored for target audiences"

(Zavadsky, 2014, pp. 4–5)
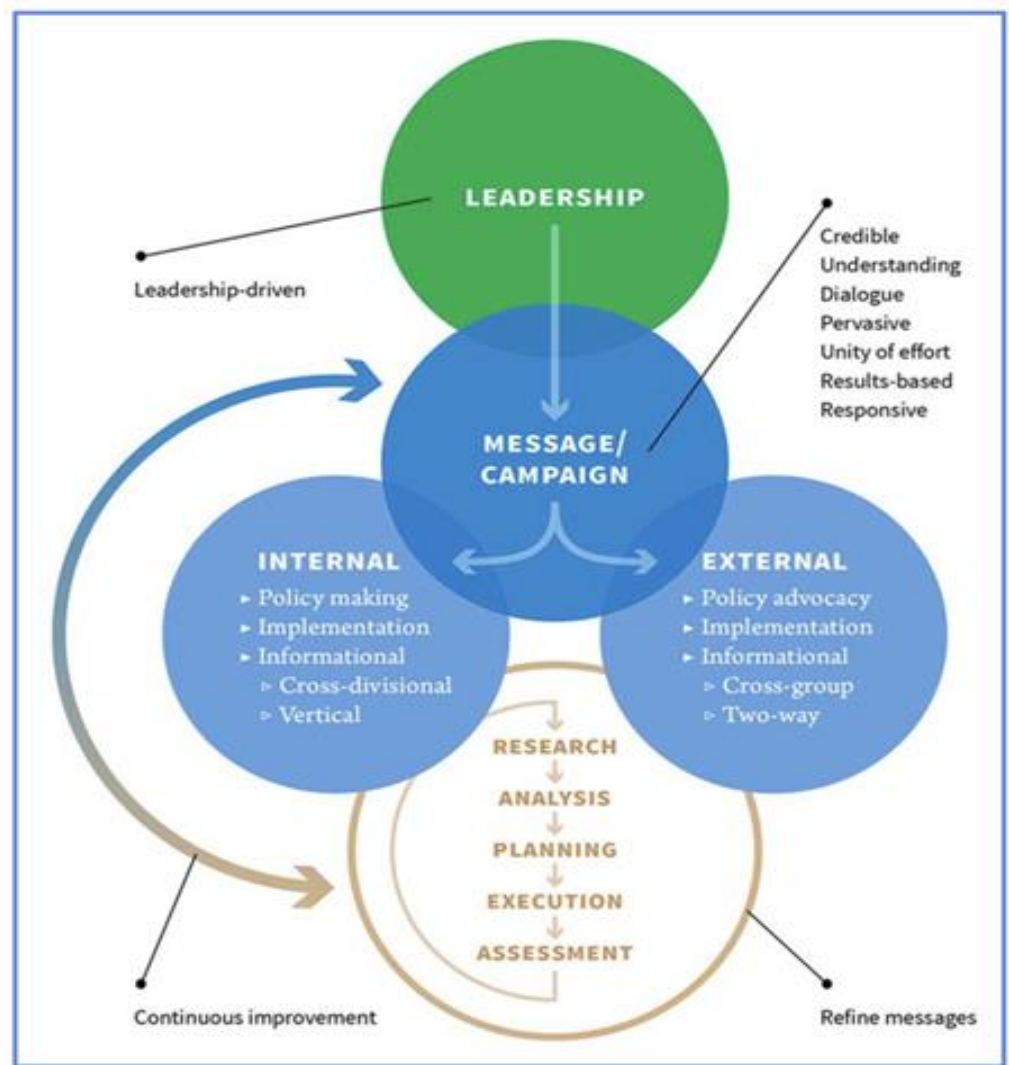
Harrison and Mulberg (2014, p. 9) note that communication can strengthen efforts to achieve outcomes through
- the accuracy and timeliness of an ongoing, two-way, trust-building flow of information;
- an accurate understanding of key stakeholders; and
- implementing the advocacy of a workplace culture that is informed, motivated, productive, open to change, and to the extent practicable, autonomous.

Strategic Performance Management with Communication Lens
https://www.compcenternetwork.org/sites/default/files/archive/StrategicPerformanceManagementCommunicationLens.pdf

Communications Toolbox
http://www.bscpcenter.org/toolbox/resources/BSCP_Toolbox_Final.pdf

Project or Initiative Communication Work Plan

A. **Imitative or Project Description:**
B. **Communication Need:**
C. **Intended Outcome of Communication:**
D. **Key Messages**
E. **Common Tools** –*EXAMPLES are FAQs, Introductory Video, Webinar(s), Informational Flyer, One Page Overview.*

Common Tool	Description	Creation Deadline	Person Responsible

F. **Primary Audiences, Tailored Messages, and Tailored Tools** – This table will help organize the individual communications for each audience. Delete and add rows as needed.

Primary Audiences	Responsible Person	Tailored Messages	Tailored Tools	Materials and Resources	Delivery Timeline	Timeline for Feedback	Completion Date	Comments/Notes
Internal Audiences								
Phase or Part I (if needed)								
Phase or Part II (if needed)								
External Audiences								
Phase or Part I								
Phase or Part II (if needed)								

G. **Evaluation**

Key Question(s)	Indicator	Baseline Data	Target(s)

Data Collection Process

Methodology	Responsible Person	Materials	Collection Timeline	Analysis Timeline	Completion Date

Imagine that Representatives from the Department of Education are arriving for a site visit. How would you fill out this Work Plan in light of the upcoming visit? Please share in the Chat.

Just today, it was announced that COVID-19 vaccines are now being made available for teachers in your area. Many are asking about details about the vaccine, such as eligibility and distribution.
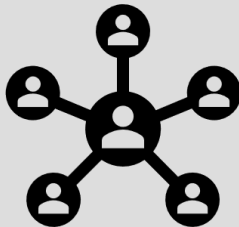
What adjustments do you need to make to your Communications Plan?

Project Support

(to deliver the best outcomes)

Effective implementation also calls for leveraging of supports so implementation teams have the knowledge and skills needed to be successful.

Networking

Knowledge Transfer

Implementation teams may need supports in these areas.

Types of
Project Support

Interpersonal Support

- Consultancy
- Training

Technical Support

- Infrastructure
- Funding

An 8th strain to the coronavirus has been detected in the territory, one that is potentially resistant to current vaccines, and has begun to spread. This causes schools and key agencies to close.

What support has impacted the successful implementation of your project in remaining as close as possible to your project timeline?

Key Resources

- Harrison, E. & Muhlberg (2014). *Leadership Communication: How Leaders Communicate and How Communicators Lead in the Today's Global Enterprise*. New York, NY: Business Expert Press, LLC.
- Greenhalgh, T., Robert, G., MacFarlane, F., Bate, P., & Kyriakidou, O. (2004). Diffusion of innovations in service organizations: Systematic review and recommendations. *Milbank Q. 2004 Dec; 82*(4), 581–629.
- Layland, A., & Redding, S. (2019). *Strategic performance management: A journey in organizational effectiveness*. Rockville, MD: National Comprehensive Center at Westat.
- Layland, A., & Redding, S. (2021). *Managing performance strategically in education organizations*. Information Age Publishing, Inc.
- Lewis, L. (2019). *Organizational change: Creating change through strategic communication*. Hoboken, NJ: John Wiley & Sons.
- Matta-Barrera, R. & Nafziger, K. (2013). SEA strategic communications: A stakeholder approach to prioritize communication efforts. *Solutions: Building State Capacity and Productivity Center at Edvance Research, No. 5.*
- Schandl, A. & Foster, P. (2019). *COSO internal control-integrated framework: An implementation guide for the healthcare provider industry*. Committee of Sponsoring Organizations of the Treadmill Corporation. Retrieved from https://www.coso.org/Documents/COSO-CROWE-COSO-Internal-Control-Integrated-Framework.pdf
- U.S. Government Accountability Office (2014, September 10). *Standards for internal control in the federal government.* GAO-14-704G. Retrieved from https://www.gao.gov/products/GAO-14-704G
- Zavadsky, H. (2014). State education agency communications process. *Benchmark & Best Practices Project: Building State Capacity and Productivity Center at Edvance Research*, No. 01.
- Zavadsky, H., Berry, T., & Savage, T. (2017). *BSCP Center Strategic Communications Toolbox*. San Antonio, TX: Building State Capacity and Productivity Center at Westat.

What's Next?

Upcoming Presentations:

- **Project Planning**
- **Project Implementation**
- **Project Evaluation**
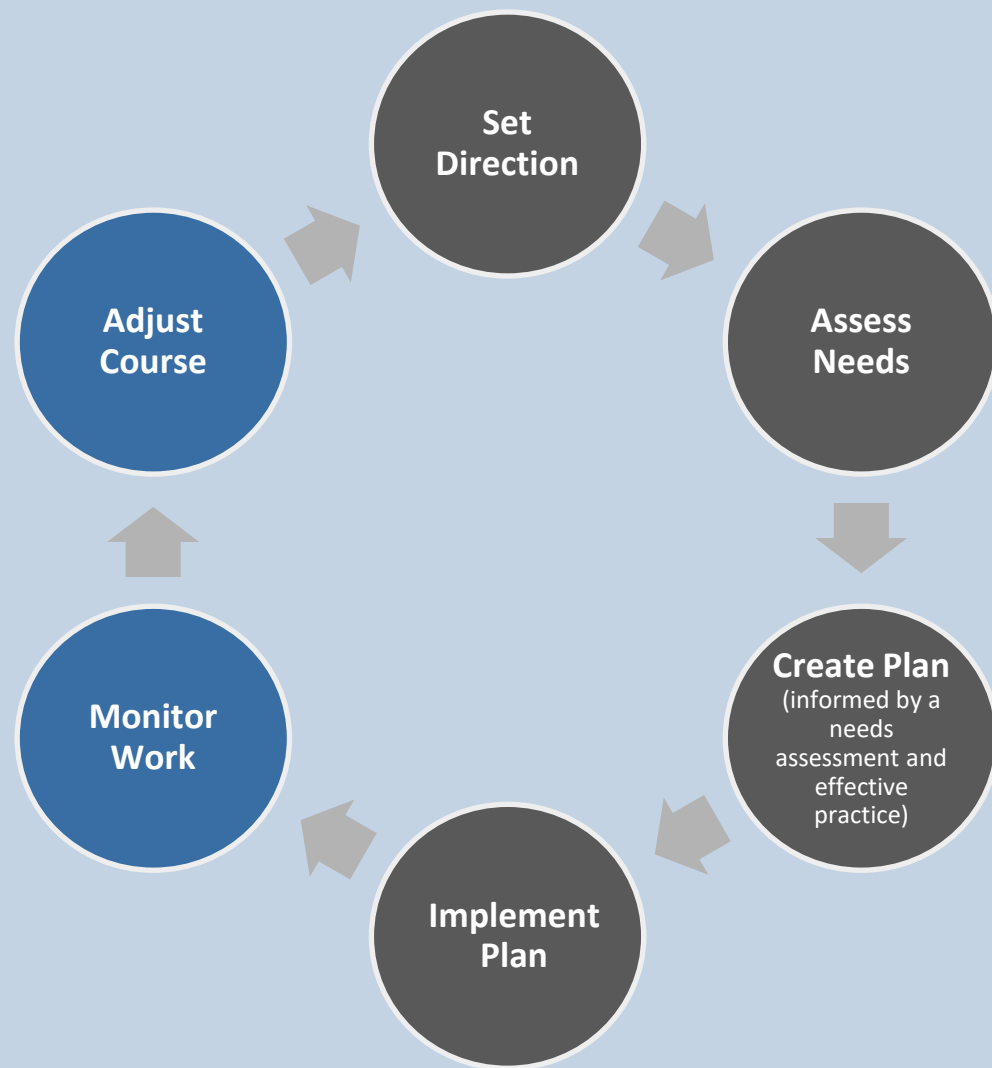
Thank You!

Need more information? We are here to help. Contact:

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